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ABSTRACT

Focusing on the special needs of employees who are part of a two career couple, a study examined the (1) relationship between the employees' level of commitment to their employers and their perceptions of maintenance communication concerning dual career issues and (2) differences in organizational commitment between workers in dual and single career relationships. Subjects, 201 dual and 232 single career couple employees in a variety of organizations, completed an organizational commitment questionnaire (OCQ) and a survey measuring maintenance communication about dual career issues. Some of the dual career issues included job sharing, parental leave, flexible work hours, relocation, child care services, counseling and support programs, and career bargaining procedures. Findings showed no difference between the commitment levels of employees in single and dual career couples. However, data revealed a significant positive relationship between level of commitment and maintenance communication about dual career issues. This finding supports the hypothesis that increased attention by organizations in the interests of their dual career employees generates increased organizational commitment. (Sample organizational commitment and maintenance communication questionnaires are appended.) (JD)

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MAINTENANCE COMMUNICATION AND THE ORGANIZATIONAL COMMITMENT OF DUAL-CAREER EMPLOYEES

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ABSTRACT

MAINTENANCE COMMUNICATION AND THE ORGANIZATIONAL COMMITMENT

OF DUAL-CAREER EMPLOYEES

Organizations may lose valuable employees or have difficulty attracting and hiring new employees unless they recognize the growing numbers of dual-career employees and the special needs and interests they present to the organizational environment. The purpose of this study was to determine the relationship between dual-career employees' level of commitment to their employers and their perceptions of maintenance communication concerning dual-career issues. This study also sought to examine the differences in organizational commitment between dual-career and single-career employees. Four hundred and thirty three respondents completed Mowday et al.'s organizational commitment questionnaire and an instrument designed for this study on maintenance communication by their individual organizations on dual-career issues (145 female dual-career employees, 56 male dual-career employees, 185 female single career and 47 single-career male employees all from different organizations). There were no differences between the commitment level of single and dual career employees. A significant positive relationship existed between level of commitment and maintenance communication about dual-career issues. Consequently, the more efforts the organization puts into communicating to employees about their needs and interests in a dual-career relationship, the more commited they are to the organization.

MAINTENANCE COMMUNICATION AND THE ORGANIZATIONAL COMMITMENT OF DUAL-CAREER EMPLOYEES

Organizations have traditionally communicated with individual employees and have shown concern only with the career needs of the particular individual involved in the job offer, promotion, transfer or other career move. The increasing number of couples with two employed spouses, however, has changed the composition of the workforce with whom organizations are communicating. When a couple has to meet the challenges and problems a two-career marriage presents, they are often put in a position to choose between what is best for an individual career and what is best for both careers.

For the purposes of this research, dual-career couples are defined in the following manner. First, both spouses must be committed to a career, or long-term occupational goal (Peterson & Peterson, 1975) and both must work with the expectation of advancement and development in their jobs (Fogarty, Rapoport, & Rapoport, 1971). Second, the working wife's commitment to her job must be equal to the commitment of her husband to his job (Gowler & Legge, 1978) and the professional roles of each spouse must be equal (Poloma & Garland, 1971). And third, both spouses must support, encourage, and facilitate the career pursuits of both members (Hall & Hall, 1979). Our interest is in the manner in which the organization communicates its support of dual career couples to its employees through maintenance communication.

Maintenance communication is the communication which accomplishes the recruiting, hiring and retention of employees for an organization in order to ensure the organization's continued existence. In order to facilitate hiring and retention of employees, maintenance communication must be concerned with individual differences among various elements of the work force. Most organizations would not use the same communication to attract and retain a civil engineer as it would to attract and retain an unskilled laborer. Since it is likely that organizations are sensitive to different needs among employees, the probability that dual-career employees have needs that differ from traditional single-career employees seems worth considering.

Hall and Hall (1978) have examined the impact that dual-career couples have on the personnel function of an organization. They have identified the areas of recruiting, transfers and relocation, promotions, travel, benefits, conflict of interest, career development, and career bargaining as areas in which dual-career employees have different needs and problems than single-career employees. An organization that fails to consider an employee's spouse and the possibility of two-career conflict is failing to understand the needs of an employee who is part of a two-career marriage. Organizations may lose valuable employees, or have difficulty attracting and hiring new employees unless they recognize the different attitudes of dual-career spouses and learn to accommodate this increasing segment of the work force. In other words, it may become increasingly important for organizations to find more effective types of maintenance communication which meet the needs of this special groups of employees.

Since human organizations are contrived and held together largely by psychological bonds (Katz & Kahn, 1966), it seems reasonable to regard maintenance communication as a tool to create and strengthen the psychological bond between an individual employee and the organization for which he or she works. According to Farace et al. (1977), a product of effective maintenance communication is "identification with and loyalty to the company" (p. 77). If one were to measure an employee's loyalty to or identification with the organization, this might provide an indication as to whether the maintenance communication received by that employee is having the desired effect.

The construct to which employee loyalty or identification with the organization refers has been defined as organizational commitment. Steers (1977) defined such commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (p. 46). It can be characterized by three related factors:(1) a strong belief in and an acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization (p. 46).

According to Mowday, Steers and Porter (1979), "commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's well being" (p. 226). Thus, the elements of organizational commitment seem essential to the psychological bond which maintenance communication seeks to create and maintain between employee and employer.

The purpose of this study was to determine the relationship between dual-career employees' level of commitment to their employers and their perceptions of maintenance communication concerning dual-career issues. This study also sought to examine the differences in organizational commitment between dual-career and single-career employees.

Organizational Commitment

Several researchers have defined organizational commitment as the unwillingness to leave the organization for which one works (Hrebiniak & Alutto; Ritzer & Trice, 1969). Hall, Schneider and Nygren (1970) described this characteristic as organizational identification, defining it as the integration of goals of an individual with the goals of his or her organization. Lee (1969, 1971) defined the concept of commitment as loyalty or "belongingness" to a certain group or organization. Between 1974 and 1979, Mowday, Steers and Porter (1979) conducted a variety of studies which focused on organizational commitment. Their definition of organizational commitment combined the three concepts mentioned above (Dubin, Champoux, & Porter, 1975; Mowday, Porter & Dublin, 1974; Porter, Crampon & Smith, 1976; Porter, Steers, Mowday & Boulian, 1974; Steers, 1977). Organizational commitment of subjects was measured by the Organizational Commitment Questionnaire (OCQ).

The OCQ contains fifteen items and assesses three components identified as elements of organizational commitment by Mowday et al. (1979): belief in and acceptance of organizational goals; willingness to exert effort on behalf of the organization; and a desire to maintain membership in the organization.

Organizational commitment research has involved a wide variety of subject samples and used diverse measures of organizational commitment. Each researcher provided an indication as to whether one or two particular factors are related to commitment. Two researchers provided an overview of the concept of organizational commitment and suggested models that summarized the related research (Seers, 1977; Angle & Perry, 1983).

Steers (1977) proposed and tested a model concerning the antecedents and outcomes of employee commitment to the work organization. Based mostly on results suggested by previous research, Steers grouped the major influences on commitment into three categories: personal attributes, job characteristics, and work experiences. Steers found the strongest association was between work experiences and organizational commitment, however, all three sets of antecedents were significantly related to commitment.

Angle and Perry (1983) classified all previous research into either member-based or organization-based models. A member-based model was defined as one in which organizational commitment originated in the actions and personal attributes of the employee. The organization-based model was concerned with reciprocation. An employee's commitment was viewed as a reflection of his or her satisfaction with the organization's ability to meet individual needs. According to Angle and Perry, research such as Steer's (1977) had combined a member-based and an organization-based model.

Angle and Perry (1983) found support for both the member-based and the organization-based models. This appeared to support Steer's (1977) findings that personal attributes, job characteristics, and

work experiences were all related to organizational commitment. They found stronger empirical support for the organization-based model and Steers found the strongest relationship between work experiences and commitment. It should be noted that both studies used the 15-item OCQ (Mowday et al., 1979).

This examination of research related to antecedents of organizational commitment helps to define a framework for the research questions posed for this study. The first research question is concerned with differences in organizational commitment between single- and dual-career employees. The career status of an employee's spouse would certainly be classified as a personal attribute, and thus under the member-based model of commitment. The second research question suggests a relationship between an organization's maintenance communication efforts and the employees' level of commitment. This would be classified under the organization-based model of commitment.

Dual-Career Research

The research that spawned the concept of the dual-career couple was initially concerned with the dual roles of married women who worked outside the home. A review of the literature published in the early 1970's describes the early stages of awareness about the dual-career couple and their unique problems (Fogarty, Rapoport & Rapoport, 1971). Studies focusing on the couple as the unit of analysis began to indicate the effects of dual career couples on both males and females (Theodore, 1971). The concept of egaliterian attitudes in dual career couples was explored by Poloma and Garland (1971) and Bailyn (1971). This early research suggested that dilemmas resulting from two careers in one family were resolved more frequently in favor of the husband's career (Holmstrom, 1972). This led managers in

organizations to have less confidence in the ability of women employees to balance home and career responsibilities (Rosen, Jerdee, & Prestwich, 1975). Additionally, 1,517 managers surveyed did not expect career women's husbands to make sacrifices for wives' careers, but women were expected to make sacrifices for their husbands' careers. Rosen et al. concluded that their findings reflected a pattern of managerial sex-role stereotyping that resulted in subtle discrimination against married women.

Madani and Cooper (1976) reviewed the literature on dual-career couples and concluded that most of the research to that point had focused on the reasons why women adopt dual roles and the effects that such a decision had on their families. Hall and Hall (1979) attempted to respond to the lack in the literature by dealing extensively with the issues of concern to couples managing a dual-career marriage. Hall and Hall (1978) and Stringer-Moore (1981) have examined the effects of dual-career employees on the work organization. Increasing numbers of dual-career couples have resulted in studies of the work-related problems they experience, like commuting marriages (Farris, 1978) job seeking behaviors (Berger, Foster & Wallston, 1978) and compromises on career choices (Berger et al., 1978).

One of the few empirical studies that has examined the impact of dual-career couples on the organization is Gould and Werbel (1983). They compared the work involvement of dual and single wage earner families. Their examination of 286 municipal employees found that both job involvement and organization identification were lower among male employees whose spouses were employed than among males whose spouses were not employed.

Given that dual-career couples have more constraints on their careers, it is likely that they differ from the traditional single-career employee in certain respects. Hall and Hall (1979) suggested that dual-career employees cannot afford to become committed to a particular organization's career ladder and are less likely to become strongly attached to a particular organization. These individuals are more likely to be committed to an individual career rather than loyal to a particular organization.

H1: Single-career employees will express greater levels of organizational commitment than dual-career employees.

Maintenance Communication

According to Farace, Monge, and Russell (1977) maintenance communication is that which improves or enhances "the individual's concept of self or the nature and quality of interpersonal relations, or the identification with and loyalty to the company; in addition, maintenance communication includes communication that supports the production and innovation functions as well" (p. 77).

In essence, maintenance communication is that which (a) affects the member's feelings of personal worth and significance, (b) affects the value of the interactions with co-workers, supervisors and subordinates, and (c) affects the perceived importance of continuing to meet the organization's production and innovation needs. Thus, maintenance communication is the communication which accomplishes the recruiting, hiring, and retention of employees for an organization in order to ensure the continued existence of the social structure which constitutes the organization. Therefore, it is an essential form of

communication in any organization if that organization is to survive the forces of the surrounding environment.

Katz and Kahn (1966) included in the maintenance subsystem of organizational communication, substructures of recruiting, indoctrination or socialization, rewarding and sanctioning. The maintenance subsystem "is concerned with inputs for preserving the system either through appropriate selection of personnel or adequate rewarding of the personnel selected" (p. 40). They also noted that "often one set of rewards develops to attract and hold members in a system and another to achieve some optimum level of performance" (p. 41). The rewards they referred to were not only monetary but included prestige and status, gratification from interesting work, identification with group products, and satisfaction from decision making. Greenbaum (1974) linked maintenance communication to non-member acceptance of the organization or institutionalization of employees. He noted that maintenance communication was evidenced by supportive and self-maintaining behavior ranging from visible rewards to elements of "self-realization and human fulfillment" (p. 742).

Maintenance communication will be operationalized for the purpose of this study as it is specifically related to the topic of dual-career issues in the organization. According to Farace et al. (1978) "maintenance communication addresses the issue of building organizational affiliation in members" (p. 286). A number of authors have suggested dual-career issues that might be addressed by organizations in their maintenance communication efforts such as: job sharing, parental leave, flexible work hours (Seybolt, 1979) relocation and child-care services (Catalyst, 1981) cooperate child-care, counseling and support programs for dual-career employees

(Stringer-Moore, 1981) and career bargaining procedures (Hall and Hall, 1978). According to Hall and Hall (1979) "although we have not measured corporate commitment to date, we find evidence that companies who are committed to helping couples resolve career conflicts have generally benefited" (p. 66).

The literature suggests that organizations that respond to two-career issues will be rewarded by increased commitment on the part of the employee and his or her spouse. Maintenance communication efforts on the part of the organization should result in organizational commitment if the efforts are successful. Thus, it seems reasonable to predict the second hypothesis concerning the relationship between perceived maintenance communication efforts and organizational commitment of dual-career employees:

H2: There will be a positive relationship between the level of perceived maintenance communication dealing with dual-career issues and the level of organizational commitment expressed by dual-career employees in the organization for which they work.

Method and Procedures

Subjects

The primary consideration for a sample population was that the work performed by the employees should be considered a "career" as opposed to a "job". A second consideration was to gather data from employees who represented a wide variety of organizations to increase the degree to which the results of this study could be generalized.

A professional organization whose members represented a career-

level occupation as well as a variety of organizations was identified. The American Society for Training and Development has over 23,000 members representing more than 4,5000 different types of organizations. Since it was more likely that dual-career couples would be identified by females in careers than by males, a random access of 1,000 members of the ASTD Women's Network mailing list was used. In order to determine the necessary sample size for this study, power estimates were used (Cohen, 1977). Significance criterion was set at .05 and statistical power at .80. For a medium effect size using power tables for correlations, the power exceeds .80 for a population of 68 subjects. It was estimated that about one-third of the total responses would represent dual-career employees. Consequently, 200 total responses would be desired in order to ensure at least 68 dual-career employees. Considering that 25% would be a conservative estimate for the rate of return for a mail survey it was necessary to mail 800 questionnaires. In order to increase the response rate, a postcard was mailed out ten days in advance of the survey forms. Single career employees were asked to complete an organizational commitment questionnaire and some demographic questions and dual-career employees were asked to complete a third section on organizational maintenance communication. A second copy of the survey was included to encourage dual-career employees to pass a copy on to their spouses.

An overall response rate of 44% was achieved with 440 returned questionnaires. An additional 59 responses were unusable because of incomplete data. Of the 433 usable surveys, 145 were from female dual-career employees, 56 from male dual-career employees, 185 from female single- career employees and 47 from male single-career

employees. This resulted in a population of 201 dual-career employees and 232 single-career employees. Most respondents had worked for their current employer (48%) and in their current position (55%) between one and five years. Considering themselves in middle management (39%) they were between 31 and 40 years old (49%) and received between $20,000 and $40,000 (68%). Most of the employees had worked for two or more organizations in the last ten years (53%) as well as having completed a Master's Degree or PhD (54%). Half of the respondents represented business-related organizations (50%) and over half were employed by organizations with more than 500 employees (53%).

Instruments

The Organizational Commitment Questionnaire (OCQ) developed by Mowday et al. (1979) was used to measure employees' level of commitment. This appears to be the only instrument available with adequate reliability and validity testing (for complete review of other instruments see Lay, 1984). A total of 2,563 employees were used in measuring validity and reliability of this instrument. Coefficient alpha was consistently high among samples ranging from .82 to .93 with a median of .90. Item analysis indicated that each item has a positive correlation with the total score and the range of average correlations was from .36 to .72 with a median correlation of .64. Factor analysis indicated that the items were measuring a single underlying construct. Test-retest reliability was .53 for a two-week period, .63 for a three-week period, and .75 over four months. Convergent validity was tested by correlating the OCQ with five other scales with correlations ranging from .63 to .74. (for a

complete discussion of validity tests see: Mowday et al. 1979).

An instrument designed to measure maintenance communication about dual-career issues was specifically developed for this study. The goal was to develop an unidimensional scale that would represent the dual-career employee's overall perception of the maintenance communication he or she felt was present in the organization for which he or she worked. First, 60 items were generated dealing with job-related issues revealed in the literature on dual-career employees. These topics included: transfers/relocations, career bargaining, travel, promotions, scheduling, recruiting, benefits, conflicts of interest, career development and counseling, and nepotism. Six items for each topic were developed with the sixth item being a factual statement about that topic to test a panel of expert judges' ability to distinguish a statement concerning maintenance communication from a statement not related to the concept. Seventeen expert judges were asked to determine if each item was an example of maintenance communication and then asked to categorize each item into one of the ten categories mentioned. As a result some items were clarified and one topic, career bargaining, was eliminated because it was confused with other issues.

The second draft of the instrument was presented to a panel of five expert judges and they were asked to sort the items. Only items judged correctly by four of the five judges to represent the concept of maintenance communication and the correct dual-career topic area were retained. All of the factual statements not related to maintenance communication were eliminated by the judges. Until this point all items were tested primarily for content validity and clarity. The nine topic areas represented were used only to ensure

that the instrument adequately represented all of the issues presented by the literature. During the pretest of the instrument, no further effort was made to retain the integrity of the individual topics.

A seven-point Likert scale was used for the 47 remaining items with 20 negatively worded and 27 positively worded. A preliminary survey of ASTD members was used for the pretest of the instrument. The total number of usable responses was 59. Item analysis was completed and only items with an item-total correlation of .50 or better were retained. The final 21-item instrument had a coefficient alpha of .94. All indications were that the instrument demonstrated a high level of internal consistency. This instrument was referred to as the Dual-Career Maintenance Communication Survey (DCMCS).

Results

The internal consistency of the OCQ for this data was .92 with item-total correlations ranging from .36 to .82. A t-test was used to test the first hypothesis on commitment differences between dual-career and single-career employees. The variances between the samples did not differ significantly, consequently, the t-value for equal variances was used. The results were not significant ($t=.420$, $df=431$). In order to determine whether the predominantly female population might have been a factor a t-test was computed to determine whether there was a different in male and female levels of commitment. No significant differences were found ($t=1.38$, $df=431$, $p>.16$). Although this differed from the predicted results, it does not seem unreasonable in a professional population with an advance education and salaries in excess of $20,000 per year.

A Pearson Product Moment Correlation was computed to determine if a positive relationship existed between level of commitment and maintenance communication about dual-career issues. The correlation of the two variables was .481 ($p>.01$). For the population studies, there is a significant positive relationship between the organizational commitment of dual-career employees and the level of maintenance communication they perceive in their work organization concerning dual-career issues.

Conclusions

For this population the dual-career lifestyle may not preclude organizational commitment as previously predicted. Most of the literature indicated that the demands of combining family roles and two careers are such that dual-career couples had to divide their commitment between work and home. For this sample, the division of loyalties in a dual-career marriage does not appear to be at the expense of commitment to the employer.

As predicted, as perceptions of the organization's efforts to address the special needs of dual-career employees increased, the dual-career employee's commitment to the organization increased. This finding provides additional support for Angle and Perry's (1983) organization-based model of organizational commitment. Maintenance communication is an organization-based factor that was positively related to organizational commitment in this study. Both Angle and Perry (1983) and Steers (1977) suggested that such organization-based factors are better indicators of organizational commitment than member-based factors. The data from this study indicates that maintenance communication (organization-based) was related to

organizational commitment and dual-career status of an employee's marriage (member-based) was not related to organizational commitment.

Organizations are concerned with the recruitment and retention of all employees. The maintenance communication efforts linked to dual-career issues will continue to become increasingly important as the number of dual-career employees in the workforce increases. If an organization is sensitive to the needs of individual employees and responsive to special interest groups, the results of this study should reinforce any efforts employers have made on behalf of the dual-career employees. For those organizations that have not made special efforts to recruit or retain such employees, the topics and items which compose the DCMCS should provide a framework for reviewing current policies and practices.

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SECTION I: ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives beside each statement.

	strongly disagree	moderately disagree	slightly disagree	neither	slightly agree	moderately agree	strongly agree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	___	___	___	___	___	___	___
2. I talk up this organization to my friends as a great organization to work for.	___	___	___	___	___	___	___
3. I feel very little loyalty to this organization.	___	___	___	___	___	___	___
4. I would accept almost any type of job assignment in order to keep working for this organization.	___	___	___	___	___	___	___
5. I find that my values and the organization's values are very similar.	___	___	___	___	___	___	___
6. I am proud to tell others that I am part of this organization.	___	___	___	___	___	___	___
7. I could just as well be working for a different organization as long as the type of work was similar.	___	___	___	___	___	___	___
8. This organization really inspires the very best in me in the way of job performance.	___	___	___	___	___	___	___
9. It would take very little change in my present circumstances to cause me to leave this organization.	___	___	___	___	___	___	___
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	___	___	___	___	___	___	___
11. There's not too much to be gained by sticking with this organization indefinitely.	___	___	___	___	___	___	___
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	___	___	___	___	___	___	___
13. I really care about the fate of this organization.	___	___	___	___	___	___	___
14. For me this is the best of all possible organizations for which to work.	___	___	___	___	___	___	___
15. Deciding to work for this organization was a definite mistake on my part.	___	___	___	___	___	___	___

SECTION II: BACKGROUND INFORMATION

Listed below are a few questions concerning you and your organization. Your responses to these questions will be used to aid in analyzing the data provided by the other two sections of this questionnaire. This information will not be used for the purpose of identifying you or your organization. Please circle the number beside the appropriate response.

1. Are you: 1. Male 2. Female

2. Are you a full-time exempt employee? (not eligible for overtime pay):
   1. Yes
   2. No

3. Is your spouse a full-time exempt employee?
   1. I am not married
   2. Yes
   3. No

4. How long have you worked in this organization?
   1. Less than 1 year
   2. 1 to 5 years
   3. 6 to 10 years
   4. 11 to 15 years
   5. More than 15 years

5. How long have you held your present position?
   1. Less than 1 year
   2. 1 to 5 years
   3. 6 to 10 years
   4. 11 to 15 years
   5. More than 15 years

6. What is your position in this organization?
   1. I don't supervise anyone
   2. First-line supervisor
   3. Middle management
   4. Top management
   5. Other (Please specify: _____)

7. What is the last level you completed in school?
   1. High School
   2. Some college or technical school
   3. Completed college or technical school
   4. Some graduate level work
   5. Completed Master's degree
   6. Completed PhD degree

8. What is your age?
   1. Under 20 years of age
   2. 21 to 30 years of age
   3. 31 to 40 years of age
   4. 41 to 50 years of age
   5. Over 50 years of age

9. How much money did your receive from this organization last year?
   1. Less than $15,000
   2. $15,000 to $19,999
   3. $20,000 to $29,999
   4. $30,000 to $39,999
   5. $40,00 or more

10. During the past ten years, in how many other organizations have you been employed?
    1. No other organizations
    2. One other organization
    3. Two other organizations
    4. Three other organizations
    5. More than three others

11. Are you presently looking for a job in a different organization?
    1. Yes
    2. No

12. What type of organization do you work for? (bank, university, oil company, etc)

    _____

13. Some organizations have one personnel department for the entire organization. Others make personnel policy decisions independently for different locations, regions or divisions of the organization. Approximately how many people are under the jurisdiction of your personnel department?
    1. Less than 25
    2. 26-100
    3. 101-300
    4. 301-500
    5. Over 500

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SECTION III: MAINTENANCE COMMUNICATION SURVEY

Listed below are a series of statements that represent different attitudes or policies your employer may have toward professional employees and their spouses. With respect to the organization for which you are now working, please indicate the degree to which you agree or disagree with each statement by marking the appropriate blank beside each statement.

	strongly disagree	moderately disagree	slightly disagree	neither	slightly agree	moderately agree	strongly agree
1. When recruiting a new employee, this organization is sensitive to the career needs of the potential employee's spouse and provides assistance whenever possible.	___	___	___	___	___	___	___
2. This organization does not look favorably upon employees who refuse to transfer due to a spouse's career.	___	___	___	___	___	___	___
3. This organization has provided several optional benefit plans enabling employees to select benefits that do not overlap with those provided by a spouse's employer.	___	___	___	___	___	___	___
4. After an employee is relocated, the employee's spouse is expected to seek employment in the new area without any assistance from this organization.	___	___	___	___	___	___	___
5. When offering an employee a promotion, this organization is understanding if the employee is unable to accept due to a spouse's career demands.	___	___	___	___	___	___	___
6. This organization has chosen not to address the problems of career development in a dual-career couple in any way.	___	___	___	___	___	___	___
7. This organization has decided to offer a more flexible benefits package which would help employees reduce the overlap between their benefits and those provided by a spouse's employer.	___	___	___	___	___	___	___
8. When recruiting, this organization chooses not to express any interest in the career concerns of the potential employee's spouse.	___	___	___	___	___	___	___
9. If an employee is unwilling to travel because of a spouse's career demands, this organization tries to accommodate the individual by placing the employee in a position that does not demand much travel.	___	___	___	___	___	___	___
10. When transferring an employee, this organization routinely aids the employee's spouse in locating suitable employment in the new location.	___	___	___	___	___	___	___
11. If an employee decides to refuse added responsibility and gives a reason related to a spouse's career, this organization would probably not offer that employee any added responsibility in the future.	___	___	___	___	___	___	___
12. This organization has designed most jobs so that the travel requirements are flexible enough that an employee can coordinate with a spouse's career demands as needed.	___	___	___	___	___	___	___
13. When recruiting a new employee, this organization is unwilling to assist the potential employee's spouse in the area of job hunting.	___	___	___	___	___	___	___
14. In order to aid relocation efforts, this organization provides help for the spouse of a transferred employee by offering informal contacts with other companies who might provide employment for the spouse in the new area.	___	___	___	___	___	___	___
15. If an employee decides to refuse an increase in responsibility and gives a reason related to a spouse's career, this organization would monitor the employee's situation to determine when and if the employee would be willing to accept future opportunities.	___	___	___	___	___	___	___
16. When relocating an employee, this organization will not assist the spouse of that employee with the task of finding employment in the new area.	___	___	___	___	___	___	___
17. This organization offers "cafeteria-style" benefits which enable employees to select the particular benefits they need and thus avoid overlap with a spouse's employee benefits.	___	___	___	___	___	___	___
18. If an employee prefers not to travel because of a spouse's career demands, this organization considers that employee less valuable to the organization.	___	___	___	___	___	___	___
19. This organization offers a career planning program that considers the issues involved in managing a dual-career marriage.	___	___	___	___	___	___	___
20. If an employee refuses an increase in job responsibilities because of a spouse's career demands, that employee will probably not be given another chance for advancement in this organization.	___	___	___	___	___	___	___
21. In order to aid recruiting efforts, this organization routinely offers help to the spouses of potential employees through informal contacts with other companies who might be able to provide employment for the spouse.	___	___	___	___	___	___	___